



Ms. Jeryl W. Covington, P.E.
Environmental Services Director
City of Greensboro
Environmental Services Department
PO Box 3136
Greensboro, NC 27402-3136

SOLID WASTE PROPOSAL

REC'D FEB 21 2010 @ 9:30am

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March 1, 2010

Mrs. Jeryl Covington, P.E.
Environmental Services Director

City of Greensboro
Environmental Services Department
Post Office Box 3136
Greensboro, NC 27402-3136

RE: REQUEST FOR PROPOSALS TO DESIGN, FINANCE, AND PERMIT THE
DEVELOPMENT AND OPERATION OF A LONG-TERM SOLID WASTE
MANAGEMENT INFRASTRUCTURE SYSTEM

Dear Ms. Covington:

We are submitting this letter in response to the City's Request for Proposals. The City has long had a comprehensive solid waste management infrastructure system. Economic conditions and technological improvements have changed significantly over the past 25-years impacting the individual components of the integrated program. Periodic evaluation of the economic, environmental impact and overall effectiveness of each waste management component in meeting City goals is appropriate.

From Republic's point of view, we periodically ask, how can we best provide environmentally sound solid waste and recycling services to meet our customer's needs at the lowest possible cost. On the other hand, municipalities have the same economic incentive to provide cost effective services, but also must address public and political considerations. And political considerations can change in short order depending on public perceptions. Certainly, the current emphasis on "Going Green" has been an influence on many municipal and private entities.

In the City's current investigation, concerning its waste management infrastructure system, Republic doesn't know the relative economic and operational importance the Council Members place on the individual system components. The current comprehensive program offers the public long-term options with the flexibility associated with a combination of systems, including a relatively new transfer station and a modern Subtitle D secure landfill. From our perspective, we need to understand how the Council Members view each solid waste system component and what are the key factors to be considered in maintaining these components or considering alternatives. Once that is known then each waste system component can be evaluated from a cost-benefit standpoint coupled with political and public considerations.

Greensboro's waste management system and alternatives contains some components that are more easily evaluated than others. But meaningful evaluations can be achieved for all components once the City identifies long-term goals for handling their solid waste. Quality evaluations and meaningful choices can result from the development of a comprehensive, well-defined, Request for Proposal ("RFP") document. A well-defined

RFP can then be issued to *qualified* contractors seeking responses based on their respective industry experience. Ultimate involvement may include a combination of services provided by the Environmental Services Department and private industry, drawing from the strengths of both entities. Having pre-qualified respondents will help ensure the City will successfully implement the chosen solid waste systems to provide the citizens of Greensboro with long-term solutions.

We are reluctant to submit a proposal without better direction from Council regarding acceptable alternatives. We trust our extensive solid waste management qualifications would enable us to participate in a more formal, well-defined, procurement process that would include bid bonds and other protections to minimize risk to the City and incentivize vendors to respond with a solid commitment. In view of both economic and political considerations, we believe the City's current system may be the most acceptable and would be happy to negotiate an extension to our current disposal agreement.

Sincerely,

A handwritten signature in black ink, appearing to read "Drew Isenhour". The signature is fluid and cursive, with a long horizontal stroke at the end.

Drew Isenhour
Vice-President